

~~SECRET~~

Pers 78-505

Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

DD/A Registry

78-0455/4

8 MAR 1978

DD/A Registry

File Pers-15/Train 3-1

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : The Career Training Program

1. (AIUO) Action Requested. None; for your information only.

2. (AIUO) Background. On 9 February 1978, I forwarded you a memorandum concerning the application of [REDACTED], a breakdown of the processing a DDO CT candidate goes through, and information about our applicant communication policy. You asked two additional questions as a result of that paper. The questions and my responses follow.

3. (AIUO) "When we pass the 3/5 month mark, do we wait until six weeks before next class to accept or tell them they're in and when class convenes?"

If it becomes apparent that we will have more fully cleared candidates for a specific CT class than we can effectively handle, a final selection of those to be invited to enter on duty takes place approximately six weeks before the class begins. This procedure enables us to select the best-qualified applicants from among all those cleared, including full consideration of those whose final clearances were granted quite late in the processing. Such a selection was not necessary for the January 1978 class. We were able, therefore, to notify cleared candidates of their acceptance for the January class soon after their clearances were received.

4. (S) "I've heard so many stories of long delays that I'd like to see the record on the last CT class acceptees and rejectees."

We have attached a breakdown on each of the DDO Career Trainees who entered on duty in the January 1978 class. The average processing time for these 13 applicants from the initial receipt of the file in the Career Training Office until notification of

25X1A

DD/A Registry
78-0455

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their acceptance into the January class was 6.6 months. As you will note, two of the candidates were in the pipeline for over a year. [REDACTED] file was under review by the DDO for over five months before a final decision was made to accept him as a DDO CT following his successful completion of medical and security clearances. [REDACTED] was originally put in process as an S&T CT for the June 1977 class. On 1 June he was advised that he would not be a member of that class because there were no favorable placement prospects in the S&T area. It was agreed, however, that [REDACTED] would be considered for the January 1978 class as a DDO applicant.

25X1A

25X1A

25X1A

As noted in paragraph 3 above, since a final review and selection were not required for the January class, there were no rejectees.

Signed: John F. Blake
John F. Blake

Attachment

Dist:

- 0 - Add
- 1 - DDCI
- 1 - ER
- 2 - DDA Chrono, c.
- 1 - DD/Pers/R&P
- 1 - C/PSB/OP
- 1 - CTS/OTR
- 1 - D/Pers Subject File (DCI)
- 1 - D/Pers Chrono (w/held)

Originator: (Signed) F. W. [REDACTED]
Director of Personnel

25X1A

DD/Pers/R&P [REDACTED]:dhg (2 Mar 78)

Page 2 retyped: OD/Pers:jmk (2 Mar 78)

~~SECRET~~

25X1A

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Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

DD/A Registry
78-0455/1

Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

Executive Registry
78-4137/4

9 FEB 1978

MEMORANDUM FOR: Director of Central Intelligence
FROM : John F. Blake
Acting Deputy Director of
Central Intelligence
SUBJECT : [REDACTED]

DD/A Registry
File Personnel-15

STATINTL

1. This is in response to paragraph 4 of your memorandum to me concerning the processing of [REDACTED]

STATINTL

2. A breakdown of the reasonable minimum times for the different stages of processing a recruit into the DDO through the Career Training Program follows. The target is to fully clear and EOD a pre-determined number of highly qualified candidates on or before the beginning date of a specific CT class. The decision-making and processing sequence for non-DDO CT candidates is essentially the same. A flow chart of the process described below is also attached.

a. Upon receipt of a complete applicant case from the Office of Personnel, a CT Program officer reviews the file. At this stage, a decision can be made within three working days to reject or further consider a candidate.

b. For applicants east of the Mississippi River, the next decision-making phase takes four to five weeks. During this period, the applicant is brought to Headquarters for personal interviews and extensive testing. The results of the interviews and tests are reviewed. A decision is then made to reject or initiate internal processing.

c. For applicants west of the Mississippi River, this decision-making phase may take substantially longer -- up to three months. Applicants of interest are notified that they will be contacted for personal interviews when there are sufficient numbers of candidates available in their area to warrant a field trip by Headquarters reviewing officials. After the interviews are conducted, results are reviewed and, as in b. above, decisions are made to reject or initiate processing.

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d. Medical and Security processing and additional testing presently averages one and a half to two months.

e. CT applicants for a particular class are ranked as they enter into processing. A greater number of applicants are put into process than are needed to meet requirements because of the high attrition rate. The number of candidates accepted upon completion of processing depends upon established requirements. Candidates accepted into the program are notified and given a date to enter on duty. Applicants who have been cleared but are not selected because of limitations on the size of the class remain under consideration for subsequent classes if they so desire or may be hired directly.

3. As can be seen, the longest period of conscious delay on the Agency's part can result from the CT scheduling policy on cases west of the Mississippi. This policy was initiated to reduce travel costs and it has done so. However, time delays can occur as a result. Also, delays by an individual applicant during the above processing can substantially lengthen the total elapsed time.

4. Further research into the [REDACTED] case has uncovered several additional contacts which were not reflected in the official applicant file. In short, we were in communication with [REDACTED] at least once a month from March through October. Our scheduled contact in November was consciously suspended because the Office of Security had placed a "Security Hold" on [REDACTED]. In such cases, we proceed with caution since it is possible, although not inevitable, that a security disqualification will follow. We do not want to appear overly encouraging in this type of a situation.

STATINTL

STATINTL

STATINTL

5. For many years our policy has been to communicate in some manner with an applicant at least once a month. It may take the form of a letter, a telephone call, or an applicant trip to Washington. At certain phases in our processing, we ask individuals to call us collect if they have any questions or problems. We try repeatedly to contact applicants if we are unsuccessful in reaching them the first time, even to the point of sending them mailgrams. In addition, Agency components often communicate directly with their applicants. All in all, we feel our communication network is sufficient as presently constituted. More frequent contact might well be counter productive in that we really would have nothing new to report. As you know, many applicants placed in process do not enter on duty because

of security, medical, or suitability problems, or the availability of better candidates. In such cases, increased communication without anything of substance to report could well result in over-encouragement, a serious problem we face with those ultimately rejected.

6. As a matter of fact, CIA communicates more often and much more personally with its applicants than do other Government agencies. The Civil Service Commission, for example, returns rejected applications with a form marked "not qualified." We write a letter. Most other agencies make contact at the beginning and end of the applicant process, with nothing but silence in between. We strive to communicate regularly and encourage applicants to call us collect if questions arise. It takes CIA an average of six months to bring an applicant on board. (This compares favorably with the rest of the Federal Government even though most other agencies do not require an exhaustive background investigation and an intensive medical evaluation.) During this period, we initiate and maintain regular contact with all applicants of interest to CIA. Each year we receive many compliments, even from those rejected, concerning our personal approach to applicant communication.

STATINTL

7. I responded previously to paragraph 3 of your memo to me on [REDACTED]

STATINTL

21 FEB 1978

John F. Blake

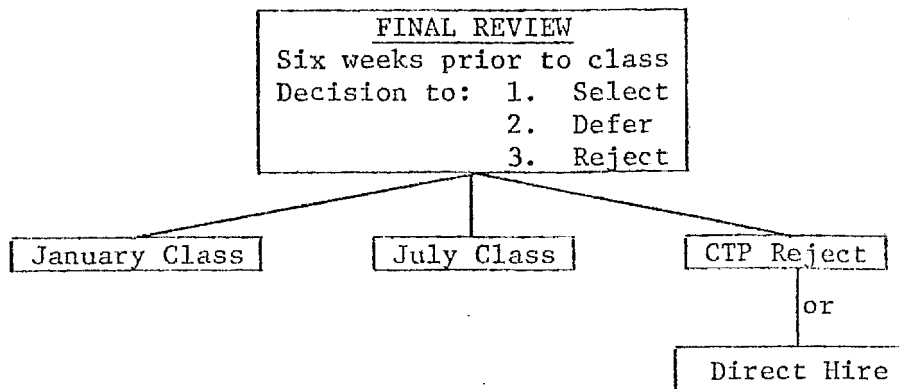
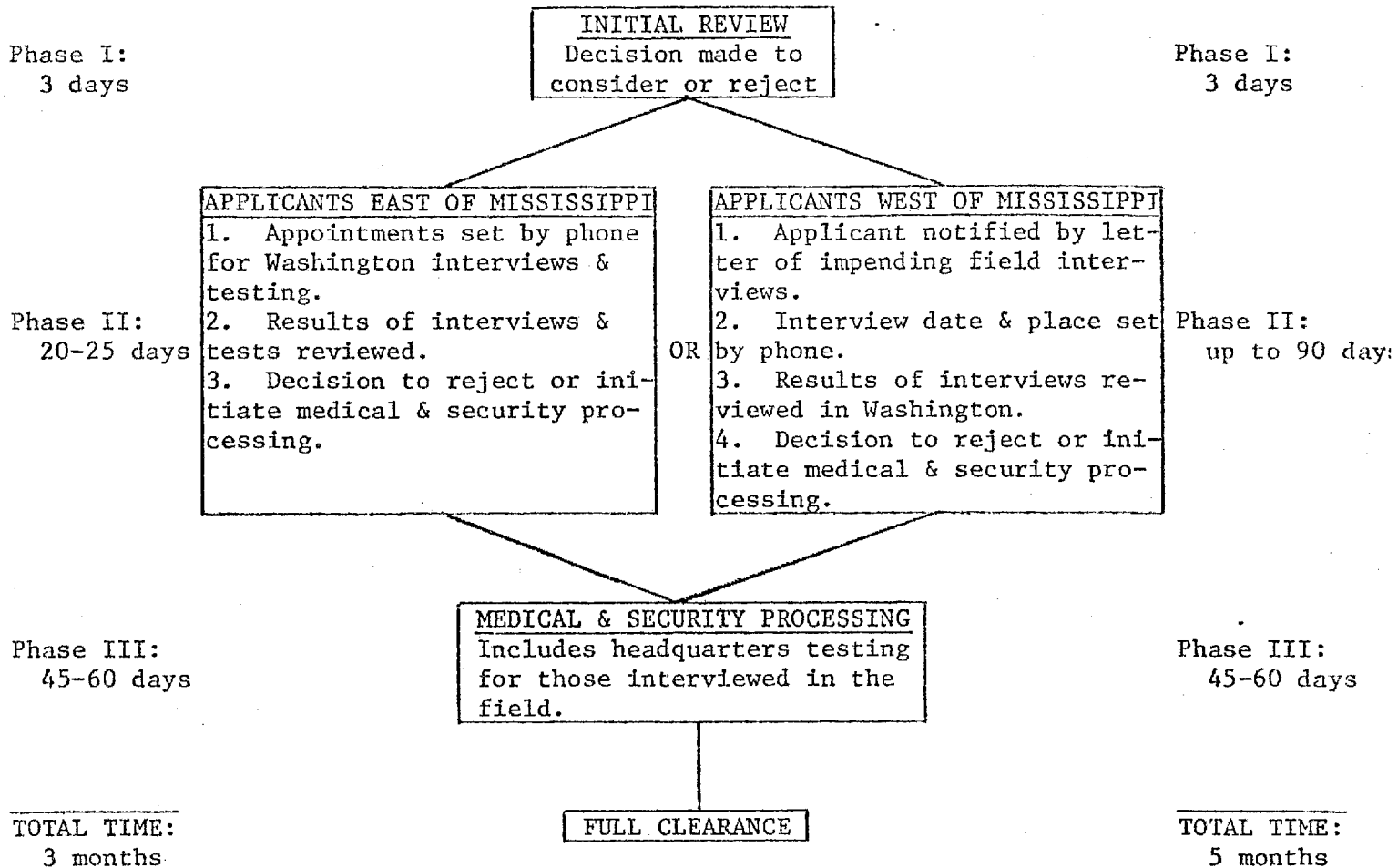
Executive Secretary

78-4137/5

Attachment

*I'm not clear - when we pass the 3/5
no marks do we wait until six weeks before
next class to accept or tell them they're in &
when class commences?
I'm still not persuaded that because we're
better than our slow w's good enough - they
are. Our competition is the business world.
I've heard so many stories of long
delays that I'd like to see to record on the last of
class acceptance.*

FLOW CHART OF CAREER TRAINEE PROCESSING



Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

*(Exemption of L.A.C.
to those covered by R.R.)*

Dear _____

This is in reference to your application which you submitted through _____

We wish to inform you that the staff of our Career Training Program has been reviewing your qualifications for consideration in that Program. Based on this review they are interested in interviewing you the next time a member of that staff is in your area. This interview, which will probably be scheduled within the next few months, will not in itself result in your acceptance to the Program. It is only the first step in a highly competitive process that will take several months. Should you be selected for Career Training the earliest class you could be considered for would be _____

You will be contacted by telephone, in advance, and advised when a member of the Career Training staff plans to be in your area. At the time of the interview, any questions you may have about the Program and the selection process will be answered. In the meantime, any immediate questions can be answered by calling _____ collect, Area Code 202, 351-1100, extension 3287.

STATINTL

If there are any changes in your address or employment plans, please let us know at your earliest convenience. Meanwhile, until a final decision is made, we suggest that you use discretion on the subject of your application to this agency.

Sincerely,

Personnel Representative

STATINTL

op/corres/_____
file sent to _____
cc: _____

MEMORANDUM FOR:

In addition, pls note that all applicants are told in the initial interview that they will know four to six weeks before the class begins whether or not they have been accepted. For example, the July 1978 class candidates are being informed they will know of their acceptance during May.

Also, attached is an exemplar of the ^(initial)letter sent to candidates West of the Mississippi. Note that they are told right off that several months are involved before they will know of acceptance, and that a firm date is given of the first class for which they will be considered.

The rough figure given to applicants in initial interviews (West or East of Mississippi) is that it will be about six months before they will know of acceptance.

In the specific case of [REDACTED] assuming he was told of the six months wait, it seems to me that the fact his processing took nine months is unfortunate but he was a difficult customer to contact: strange in a young man eager for a job. ^{Date}

STATINTL

DD/A Registry

713 - Pers - 15

Action requested by DCI.

STATINTL

Executive Officer/DDA

DD/A 78-0455/3

22 FEB 78

Director of Personnel

Please reply to DCI's questions by COB, 24 Feb. If you need more time, please let me know.

STATINTL

STATINTL

Attachment: DD/A 78-0455/2
Memo from DCI to DDCI re [REDACTED] case.

DD/A 78-0455/1 Memo to DCI from DDCI; same subject. Xerox copy of DCI's questions on last page of memo attached.

Distr: Orig RS - D/OP w/advance cc
of att for action

STATINTL

RS - DDA Subject
RS - DDA Chrono
RS - [REDACTED] Chrono

STATINTL

Originator: [REDACTED] se 22 Feb 78

CONFIDENTIAL

Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

Executive Registry

78-4137

12 JAN 1978

h
12 JAN 1978

MEMORANDUM FOR: Acting Deputy Director of Central Intelligence

FROM: Director of Central Intelligence

ILLEGIB

25X1A

SUBJECT: [REDACTED]

1. Attached is a chronology of the track record for replying to a request for employment of a friend of mine named [REDACTED]. At the end of eight and a half months, we had not yet made up our minds (though we should acknowledge that there was a seven-week period in the middle when [REDACTED] was not available). It still seems difficult for me to understand why it takes this long and still we haven't reached a decision.

25X1A

25X1A

2. I contrast this with the message I recently received from [REDACTED] indicating that we are not going to be able to recruit enough people in FY 1978 to meet our goals for the DDO. [REDACTED]

25X1A

25X1A

[REDACTED] not qualified to judge whether he is good DDO material since I know him too well on a personal basis. Still, it seems to me if we're short of people that we could give a young man like this an answer in less than eight ^{seven} and a half months. He turned us down simply because he had to look for other things while he was waiting and one of them became very attractive. I think he would much have preferred to come here.

25X1A

3. I'd appreciate if you would check with the Personnel people and assure me that we are not going to run short on our quota because we simply can't make up our minds or keep waiting for the possibility somebody better will come along; and that we are going to make a real push in the remainder of '78 and '79 to meet our goals. I continue

①

E2 IMPDET
CL BY DCI

Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

to believe quite firmly that we cannot afford uneven recruiting. I bit the bullet on dismissing people in order to ensure that we bring in the adequate number at the bottom, and don't intend to slack off on the reductions because the recruiters aren't working hard enough.

2
25X1A
4. Beyond that, I would like to ask you to send me a breakdown of the reasonable minimum times for the different stages of processing a recruit into the Career Training Program of the DDO. What do we look on as our target? Further, I have the impression that in the [REDACTED] case there was very little communication between us and the applicant: 25 March; 19 April; 10/12 May; 21 June; 6/7 October. I'm not sure this does much to keep a young person interested. I'd like to consider establishing some rule that after some stage of the processing and some specific amount of time we be required to telephone the applicant once every two weeks just to make sure he or she knows we're still interested. Request your views.
3
[REDACTED]

25X1A

STANSFIELD TURNER

Attachment

☐ UNCLASSIFIED

☐ INTERNAL
USE ONLY

☐ CONFIDENTIAL

☐ SECRET

Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

SUBJECT: (Optional)

Executive Registry

78-4137/1

FROM:
John F. Blake
Acting Deputy Director of
Central Intelligence

EXTENSION

NO.

6464

DATE

19 January 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Central
Intelligence

2. 7D 5607 Hqs

Rec'd
19 Jan 78

1/23

AJ/amy

STATINTL

Sir:

I thoroughly agree with your position in paragraph 3 of your memorandum to me on [REDACTED]. There are some complications involved, but we are concentrating very intensely on this issue. I have held two meetings on it in the last five days and have had a thorough discussion on it with John McMahon. This problem is going to be solved.

An individual reply will shortly be forthcoming on paragraph 4.

STATINTL

John F. Blake

Atts:

ER 77-1208/4, -/5
ER 78-4137

Distribution:

Orig RS - DCI
1 - ADDCI
1 - ER

Acting DDCI

10/DCI-rec'd 10 Feb

21 FEB 1978

Response Enclosed

EO/DDA
A-DDA

INFO ITEM
2/21

DDA-

22 FEB 1978

DCI has additional questions -

1 February 1978

SUGGESTED RESPONSE TO PARAGRAPH 4 of 12 JANUARY 1978 MEMORANDUM
FROM DCI TO ADDCI

A breakdown of the reasonable minimum times for the different stages of processing a recruit into the DDO through the Career Training Program follows. The target is to fully clear and EOD a pre-determined number of highly qualified candidates on or before the beginning date of a specific CT class. The decision-making and processing sequence for non-DDO CT candidates is essentially the same. A flow chart of the process described below is also attached.

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d. Medical and Security processing and additional testing is presently averaging one and a half to two months.

e. When all the CT candidates for a particular class are cleared, there is a final review of their qualifications and a decision made as to which will actually be invited to EOD. Those not selected may be held over until the next scheduled class or rejected.

As can be seen, the longest period of conscious delay on the Agency's part can result from the CT scheduling policy on cases west of the Mississippi. This policy was initiated to reduce travel costs and it has done so. However, time delays can occur as a result. Also, delays by an individual applicant during the above processing can substantially lengthen the total elapsed time.

Further research into the [REDACTED] case has uncovered several additional contacts which were not reflected in the official applicant file. In short, we were in communication with [REDACTED] at least once a month from March through October. Our scheduled contact in November was consciously suspended because the Office of Security had placed a "Security Hold" on [REDACTED]. In such cases, we proceed with caution since it is possible, although not inevitable, that a security disqualification will follow. We do not want to appear overly encouraging in this type of a situation.

25X1A

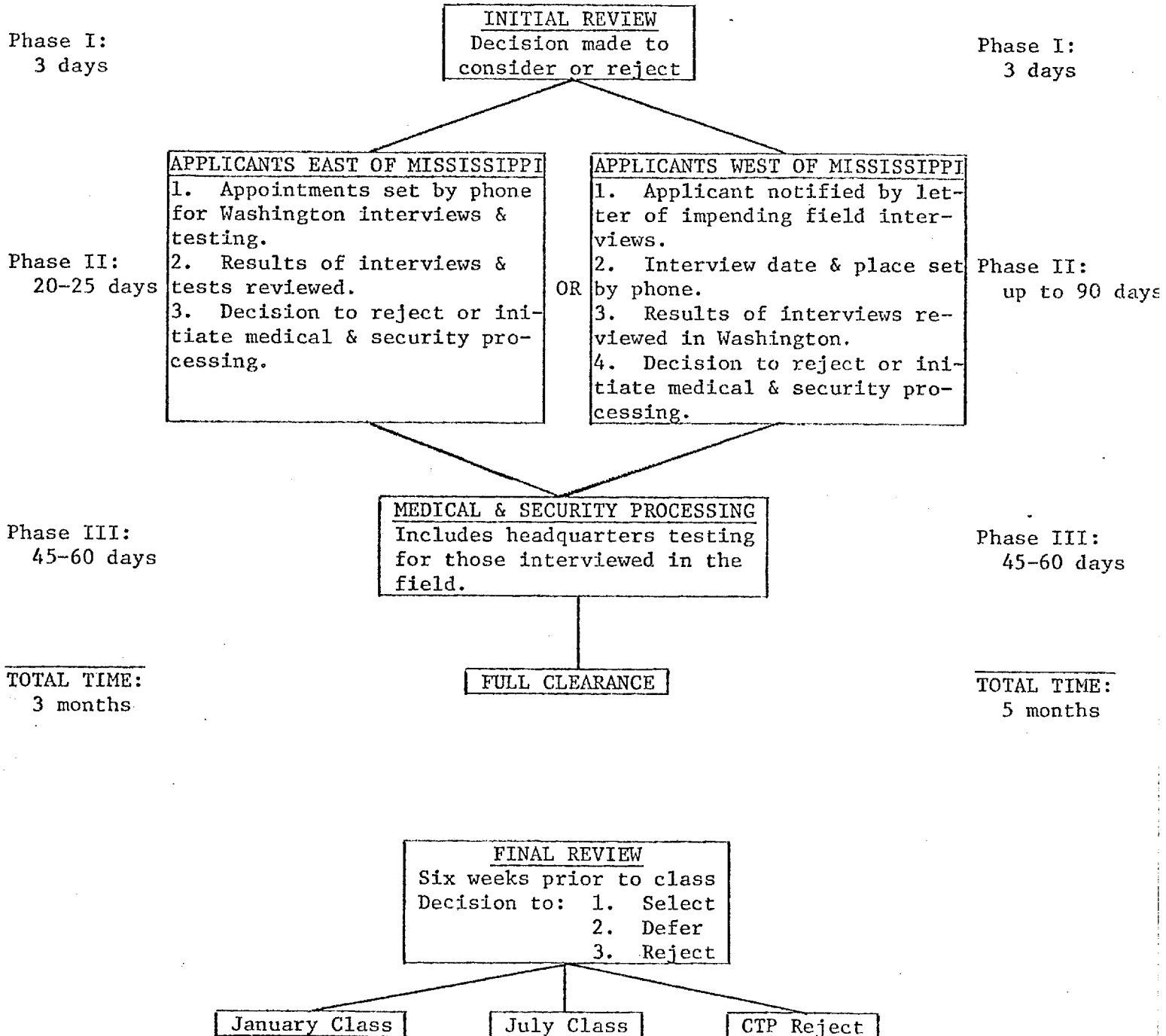
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Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

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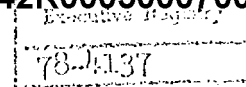
FLOW CHART OF CAREER TRAINEE PROCESSING



SENDER WILL CHECK CLASSIFICATION			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Atty D/Perp	JAN 18 1978	✓
2			
3	Belair: Wile & Gering		
4	Amesbury [REDACTED]		
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
<p>Remarks:</p> <p>Messrs. Blake & Janney are responding to para 3.</p> <p>Please prepare a response to para 4 by COB 27 Jan '78. The Director's question is about DDO CT's. I suggest you track the DDO as one group and all other CT's as a second group, unless they are all the same.</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
[REDACTED]			1-23-78
UNCLASSIFIED	CONFIDENTIAL	SECRET	

STATINTL

STATINTL



12 JAN 1978

MEMORANDUM FOR: Acting Deputy Director of Central Intelligence

FROM: Director of Central Intelligence

SUBJECT: [REDACTED]

STATINTL

1. Attached is a chronology of the track record for replying to a request for employment of a friend of mine named [REDACTED]. At the end of eight and a half months, we had not yet made up our minds (though we should acknowledge that there was a seven-week period in the middle when [REDACTED] was not available). It still seems difficult for me to understand why it takes this long and still we haven't reached a decision.

STATINTL

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STATINTL

[REDACTED]

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B2 IMPDET
CL BY DCI

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STATINTL

STANSFIELD TURNER

Attachment

☐ UNCLASSIFIED

☐ INTERNAL
ONLY

☐

PRIORITY

Approved For Release 2001/03/04 : CIA-RDP81-00142R000500070004-9

ROUTING AND RECORD

SUBJECT: (Optional)

FROM:

Acting Director of Personnel
5 E 58 HQ

EXTENSION

NO.

DATE

1 FEB 1978

DD/A Registry

78-0455

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

STATINTL

1. Acting Deputy Director
for Administration

RECEIVED

FORWARDED

3 FEB 1978

3 FEB 1978

2.

3. Special Assistant to
the Acting DDCI

4.

5.

6.

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10.

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14.

15.

STATINTL

Barbara:

As requested, the
Office of Personnel's response to
paragraph 4 of the Director's
memorandum to the A/DDCI dated
12 January 1978 is attached.